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ABSTRACT

This report organizes the information provided by 77 individuals in business management occupations in 12 states into skills inventories for persons in these jobs. The skills inventories contain the following sections: (1) occupation-specific knowledge (communication, mathematics, science); (2) workplace behaviors (work ethics, interpersonal relationships, teamwork, solving problems and critical thinking); and (3) technical skills--core skills (planning for the business; managing personnel; maintaining facilities, equipment, and supplies; managing operations and production; performing marketing functions; performing financial functions; communicating in management occupations; performing administrative functions; using professional services). The guide also contains a technical skill standards matrix and appendixes that provide survey results, an equipment and software list, and a management occupations matrix. (KC)

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Business Management Occupations

Skill Standards

developed by

V-TECS
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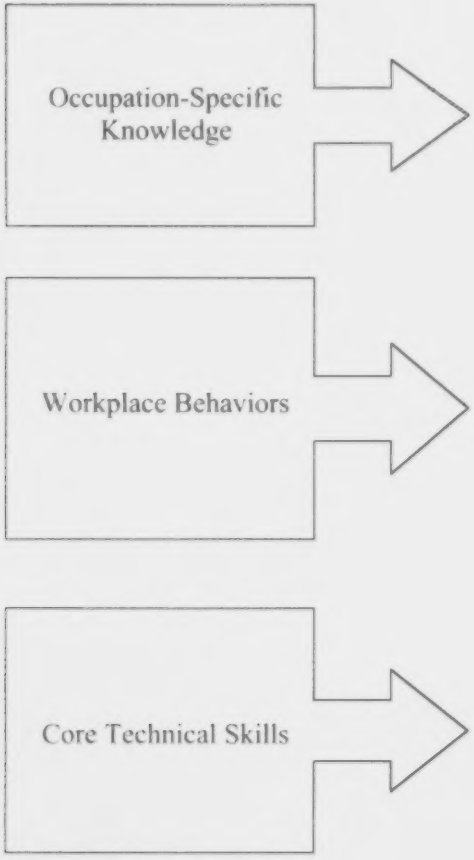
Organization of Skills for Business Management



- Communication
- Mathematics
- Science

- Work Ethics
- Teamwork
- Interpersonal Relationships
- Solving Problems and Critical Thinking

- Planning for the Business
- Managing Personnel
- Maintaining Facilities, Equipment, and Supplies
- Managing Operations and Production
- Performing Marketing Functions
- Performing Financial Functions
- Communicating in Management Occupations
- Performing Administrative Functions
- Utilizing Professional Services

Introduction

The purpose of this document is to assist individuals, training providers, employers, management personnel, and professional organizations who are interested in matching knowledge, abilities, and interests to the knowledge and skills required for success in management careers. This document establishes a clear set of performance expectations based on current management practices.

For this document, skill standards are defined as the body of knowledge, the technical skills, and the workplace behaviors required of productive, successful management personnel. These are divided into three separate areas: Occupation-Specific Knowledge, Technical Skills, and Workplace Behaviors.

Description of the Process

The first step in the developmental process was to identify and review the numerous task lists and performance objectives previously developed by V-TECS and other curriculum organizations and agencies. The first objective was to compile a master task list for all management occupations. These tasks were then considered to be the core tasks needed by all individuals employed in these jobs.

The core task list was presented to a team of technical experts composed of persons currently employed in various management occupations. This team included representatives from various types of service and manufacturing companies.

Approximately 190 persons received the survey of tasks. Seventy-seven participants from 12 states returned completed surveys. Appendix A of this document includes the tabulated results.

In Appendix B, the Management Occupations Matrix, the survey has compiled responses from various types of managers—Retail, Manufacturing, Restaurant and Food Services, Hotel/Motel, and Small Business Owners/Managers. In this matrix, we have attempted to display those skills by management specialty. This information from the survey was provided to assist the advisory team in identifying the core skills versus specific industry related skills.

After the core and specific tasks lists were finalized, the technical experts on the team either wrote performance objectives and steps to accomplish each task or reviewed and revised existing performance objectives for a task. Upon completion of the initial development and revision of performance objectives and steps, the team divided into groups and reviewed the work of their co-team members.

Upon completion of the performance objectives and steps, educators were added to the team to assist in the identification of related academic skills that applied to each task. The *Basic/Essential Skills Taxonomy* from V-TECS was used for the identification of academic skills.

Next, members of the development team and project staff grouped and organized the tasks and standards by skill in order to arrive at the skill standards that are included on the following pages.

Summary of Survey Results

Based on the responses of managers on an Occupational Inventory of Skills for Managerial Occupations administered through V-TECS, the typical manager meets the following characteristics:

- Includes "Manager" as part of the job title
- Has a baccalaureate degree or above
- Works for a company with 500 or fewer employees
- Directly supervises from 6 to 20 employees on a daily basis
- Has a salary range from $40,000 to $75,000
- Has been employed in a managerial position for ten years or more
- Does not have a second language

V-TECS sent the Occupational Inventory of Skills for Managerial Occupations to 190 individuals in management positions in 12 states. This was done with the assistance of technical coordinators who work with V-TECS at the state level. Seventy-seven managers returned useable surveys. These managers represented various levels of management in a large range of business and industry.

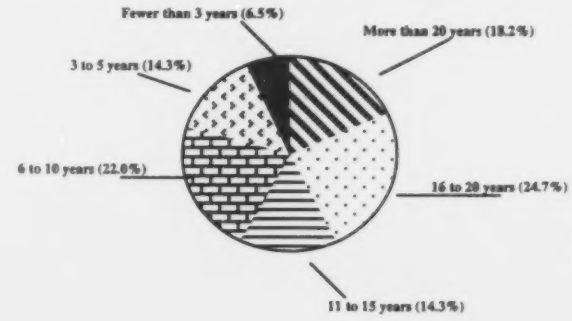
In addition to gathering General Background information of the respondents, the survey contained a Technical Skill List for Managerial Occupations that was divided into nine specific duty areas. Respondents indicated by Yes or No whether or not they perform each task in their current managerial positions. The survey also included Workplace Behaviors and an Equipment and Software List to which the participants were asked to respond. This report summarizes the information provided by the respondents.

Present Job Title

The open-ended question, "What is your present job title?" elicited a large number of different responses. While 50.6 percent of the respondents have the word "manager" as part of their job title, it is coupled with other words such as General, Plant, Branch, Assistant, etc. Other job titles included Small Business Owner (10 percent), President (11.6 percent), Director (9 percent), Supervisor (11.6 percent), Executive Chef (5 percent), and Training Coordinator (1 percent).

Years of Employment

Another open-ended question, "How long have you been employed in some type of management position?" revealed that more than half of the respondents have been employed in a management position for more than ten years, with 18 percent serving as managers for more than twenty years. The smallest group (6.5 percent) have been managers for less than three years. The complete statistics are shown on the following chart:



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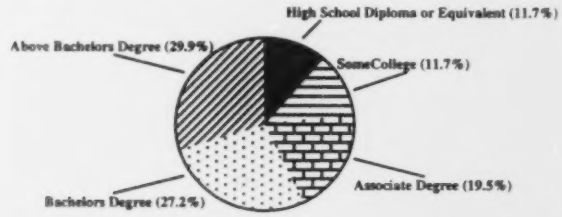
Education

As indicated on the checklist of their highest level of education, a majority of the respondents attended college, with 57 percent having completed a Bachelors Degree or above, and 19.5 percent having an Associate Degree. None has less than a high school diploma or its equivalent. Complete figures are illustrated on the following chart:



Salary Range

Respondents were given a list of salary ranges and asked to check their present range, not including overtime. More than 50 percent are in the $55,001 to $75,000 salary range, with only 3.9 percent making less than $25,000, and 2.6 percent making above $100,000. The salary range is as follows:

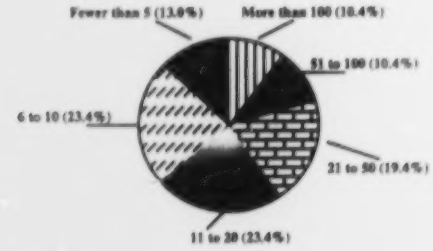
Less than $25,000	3.9%
$25,000 to $40,000	15.6%
$40,001 to $55,000	19.5%
$55,001 to $75,000	50.6%
$75,001 to $100,000	7.8%
$100,000 to $125,000	2.6%

Second Language

To the question, "Do you have a second language?" 12 percent indicated that they do, but none of them use it on the job.

Number Of Employees Supervised

Although 10.4 percent of the respondents supervise more than 100 employees on a daily basis, most supervise from 6 to 20. Responses to the open-ended question, "How many employees do you supervise on a daily basis?" are indicated on the accompanying chart.



Nature of the Business

Nine different types of businesses are represented by the seventy-seven managers. Of the survey respondents, the same percentage (18.2 percent) are managers in three types of businesses—Manufacturing, Hotel/Motel, and Service. The next largest business categories are Retail (15.6 percent), Restaurant (11.6 percent), and Banking/Insurance/Finance (7.8 percent). Other businesses represented are Construction, Healthcare, and Government.

The size of the businesses for which the respondents work varied greatly. The largest number, 37.8 percent, work at companies with 51 to 499 employees. Smaller companies, with 50 employees or fewer, employ 33.6 percent of the managers, while companies with 2,000 or more workers employ 14.3 percent of the managers.

Summary Of Technical Skills List

The Occupational Inventory of Skills for Managerial Occupations was developed using current V-TECS research and interviews with persons employed in managerial occupations.

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Directions for completing the Occupational Inventory requested respondents to check either YES or NO to indicate if they perform the tasks that were grouped in broad "Duty Areas" in their current jobs. The respondents did not indicate the frequency that they perform a task, but simply whether they do or do not perform the task as a part of their current managerial job. A summary of responses by Duty Area follows; the complete list of responses is included in the Appendix.

Duty A: Planning for the Business

The large number of "Yes" responses to the tasks comprising "Develop a comprehensive business plan" indicates that planning is an important duty of most managers. The largest percentage (90 percent) was for "Selecting products and/or services to be provided," while 78 percent are involved in "Analyzing competition," "Estimating inventory needs," and "Determining personnel needs and other business activities and costs." The lowest percentage (19 percent) indicates that most managers do not "Develop tax strategies."

The duties relating to "Develop strategic plans" are performed less often, with the most frequent being "Determine supply and service needs and their costs" (78 percent) and "Estimate expenses" (70 percent). However, the long-term managerial planning function is important as indicated by the 90 percent positive response to "Establish company goals, policies, and procedures" and a 78 percent "Yes" response to "Prepare a statement of purpose."

Duty B: Managing Personnel

Based on responses, "Developing system for organizing work" is a major managerial task. This involves "Developing a plan for labor needs" (82 percent), "Establishing work flow" (86 percent), "Developing staffing plan" (82 percent), and "Preparing job descriptions" (94 percent). Tasks relating to "Develop personnel policies and procedures" are performed by fewer managers; however, "Adhering to applicable labor regulations and personnel practices" is performed significantly (78 percent).

The percentages relating to the duty of "Filling job openings" are high, particularly for "Recruiting personnel" (78 percent), "Interviewing prospective employees" (97 percent), and "Selecting and placing new employees" (94 percent). After filling the jobs, 94 percent of the managers indicate that they "Identify employee training needs." The orientation of new employees does not appear to be a major responsibility of managers. However, 66 percent "Coordinate and conduct employee continuing education programs."

All of the tasks under "Schedule jobs and assign work to employees" appear to have fairly high performance rates. "Establishing work priorities" (90 percent), "Assigning work to employees" (86 percent), and "Coordinating duties with other employees/departments" (86 percent) indicate an active managerial involvement. "Evaluation of employee performance," including the "Administration of counseling and disciplinary action" and "Dismissal of employees," are frequently performed by management personnel. However, the "Maintenance of employee records" appears to be done by others.

Duty C: Maintaining Facilities, Equipment, and Supplies

Most of the tasks in this duty area have low performance percentages. The most frequently performed tasks are to "Organize work stations and space" (70 percent), to "Purchase/lease equipment, furniture, and accessories" (78 percent), and to "Provide for equipment maintenance" (62 percent). The four tasks that fall under the duty heading "Select and manage computer hardware and software" have particularly low percentages. It is probable that those functions are assigned to personnel with more expertise in technology.

Duty D: Managing Operations and Production

Little more than half of the responding managers indicate that they perform tasks relating to "Establishing and monitoring standards," with percentages ranging from 55 to 66 percent. Few are actively involved in "Managing inventory." However, almost three-fourths of the managers "Set and maintain schedules" and "Monitor work flow."

Duty E: Performing Marketing Functions

The low performance percentages for the five tasks relating to the duty to "Develop sales/marketing strategies" and the seven tasks relating to "Plan strategy for the promotion of products and services" provide further evidence of the importance of the managerial function of employing personnel to handle specific responsibilities. While others are responsible for performing the actual marketing functions, managers are involved in

"Developing customer relations policies," as 74 percent "Evaluate and monitor customer satisfaction," and 70 percent "Monitor customer service."

Duty F: Performing Financial Functions

The percentage of "Yes" responses indicates that managers are somewhat involved in "Managing financial resources." While not actually performing the accounting functions, they are required to "Analyze budgets, financial statements, and materials on a continuing basis" (62 percent), "Prepare an annual budget" (58 percent), and "Operate within an annual budget" (66 percent). They also have to "Prepare financial forecasts (55 percent) and "Identify and explain abnormal gains and losses" (70 percent).

A surprisingly few respondents "Provide for accounting services," with only 19 percent "Contracting for accounting and tax services." Few managers responded that they "Operate accounting system."

Duty G: Communicating in Management Occupations

As would be expected, most managers "Communicate with customers, clients, and associates in various ways." One hundred percent indicate that they "Interpret verbal and non-verbal communication" and "Use listening skills." Other highly rated communication practices include "Communication by telephone to convey and receive information" (97 percent), "Plan, direct, and participate in meetings and conferences" (97 percent), and "Compose correspondence and reports" (94 percent). Eighty-six percent of the responding managers also "Give oral presentations, formally and informally" and "Utilize electronic communications and telecommunications, such as E-Mail and Fax."

The importance of good public relations is apparent, as more than 50 percent of the managers perform the three tasks included in "Develop liaisons with organizations and community," with 82 percent "Representing business in community organizations and activities."

"Providing employee communications system that encourages loyalty and teamwork" is emphasized, as more than 80 percent of the respondents perform all five tasks in that duty area. These include "Defining areas of responsibility" (90 percent), "Delegating authority" (86 percent), "Providing performance feedback" (86 percent), and "Implementing communications structure within the business" (86 percent).

Duty H: Performing Administrative Functions

A large percentage of the responding managers "Complete administrative tasks," such as "Prioritize tasks and own work" (97 percent), "Maintain appointment calendar" (86 percent), and "Plan travel and transportation for business trips" (62 percent). They are also involved with technology as they "Format, key, and edit business documents using word processing software" (66 percent) and "Create worksheets and graphs using spreadsheet software" (62 percent). The only low percentage in this duty area was "Prepare documents for ISO 9000 certifications," with only 27 percent.

Duty I: Utilizing Professional Services

Not surprisingly, 97 percent of the respondents indicate that they "Comply with business laws, regulations, and legal procedures," and 78 percent "Adhere to labor regulations." Other items in this classification received a small percentage of "Yes" responses.

Under the duty, "Managing contracts and other legal documents," 66 percent "Monitor and fulfill contractual obligations," while 63 percent have to "Comprehend and evaluate contracts." This may indicate that they hire legal experts to handle many legal responsibilities.

Respondents do "Provide secure, safe, and healthy environment," as 94 percent "Comply with occupational health and safety practices and regulations" and "Report accidents occurring on premises." Fifty-five percent "Establish and maintain safety program," and 70 percent "Handle reports of thefts." Only 39 percent "Establish and maintain facility security."

Workplace Behaviors

Workplace Behaviors is divided into four duty areas: Work Ethics, Interpersonal Relationships, Teamwork, and Solving Problems and Critical Thinking. With the exception of four tasks, **every respondent** performs all thirty-five of the tasks included in Workplace Behaviors.

Equipment and Software List

Part III of the Occupational Inventory of Skills for Managerial Occupations asked the respondents to indicate whether or not they used certain equipment and software in their current jobs. Responses are summarized below.

Equipment Description

As would be expected, telephones are used by 100 percent of the responding managers, with calculators a close second at 99 percent. Other equipment items that received a response of at least 90 percent are the following: File Cabinets, Storage Cabinets, Computer, PC with CPU, Monitor, Keyboard, FAX system, Photocopier, and Printer (laser, dot matrix, or inkjet). Seventy-eight percent used a computer terminal connected to mainframe or minicomputer and a telephone answering machine.

Software Description

As reported in the Equipment Description, 97 percent of the respondents use a computer in their jobs. Responses to the Software Description segment of the inventory indicate a large variety of software is utilized on these computers, although specific brand names of software were not given. Word processing software is the most frequently used, with a percentage of 90. Other software used by at least 60 percent of the responding managers are the following: Database, Electronic Communication, Forms Design, Spreadsheet, and Customized Software.

Occupation-Specific Knowledge

To merely possess basic reading, writing, and arithmetic skills in a manager's world is not enough—management personnel must apply this knowledge everyday.

Occupation-Specific Knowledge is familiarity, awareness, or understanding that forms the foundation to develop the more advanced knowledge and skills required in the workplace. Occupation-Specific Knowledge was categorized according to communication, mathematics, and science in this study.

Communication

- The manager procures, analyzes, and assimilates a variety of information to make well-researched inferences and predictions to develop a preliminary business plan for a new business.
- The manager composes, edits, and proofreads to produce an error-free preliminary business plan for a new business.
- The manager collects and reviews data and makes informed inferences and predictions to develop, compose, and edit an error-free, annual strategic plan for an ongoing business.
- The manager composes and edits company goals, policies, and procedures using language that is clear, concise, and appropriate for a particular audience—employees and customers.
- The manager composes a well-defined, error-free written job description for each position on the organization chart when developing a staffing plan.
- The manager composes and edits information to produce policy and procedure manuals.
- The manager presents clear, concise information in both formal and informal speeches during employee orientation programs and ongoing training programs.
- The manager employs a vocabulary that is clear, concise, and free of ambiguity and bias to compose and edit documentation of employee performance.
- The manager adapts listening strategies to utilize verbal and nonverbal content when implementing the employee performance evaluation process.
- The manager documents actions regarding events related to an employee's performance in a clear, objective style that precludes any erroneous interpretation of events being documented.
- The manager uses multiple information sources and appropriate technical language to compose and edit realistic productivity standards.
- The manager identifies, comprehends, and evaluates technical data to develop operating procedures.
- The manager uses composition and editing skills to clearly explain the steps of the established process for obtaining materials necessary to manage an inventory of finished goods.

- The manager identifies, comprehends, and evaluates both written and graphic technical information to design a quality control system.
- The manager both describes and explains when composing and editing a quality control system document that is free of spelling, grammar, and punctuation errors.
- The manager collects, comprehends, and evaluates written and oral information and uses appropriate listening strategies to decode nonverbal and verbal cues when monitoring customer service.
- The manager uses composition and editing skills to document customer feedback.
- The manager gathers, evaluates, and assimilates oral and written information to compose a marketing-strategies document with correct spelling, grammar, and punctuation.
- The manager evaluates and uses a variety of media resources and written information in planning for the promotion of products and services.
- The manager analyzes and interprets information presented in charts, tables, and graphs in establishing and monitoring pricing structure for products and services.
- The manager uses an appropriate business style to compose and edit a well-documented and well-developed report to prepare and explain financial forecasts.
- The manager makes inferences and predictions based on a variety of information in preparing financial forecasts.
- The manager uses composition and editing skills to establish accounting procedures to be utilized by all employees to maintain records for accounting and tax services.
- The manager uses appropriate diction and speaking and listening strategies when participating in meetings and conferences.

- The manager prepares and presents appropriate, accurate, well-articulated formal and informal presentations, which include any appropriate visuals or other media.
- The manager analyzes audience and purpose, employs appropriate speaking and listening skills, and demonstrates awareness of verbal and non-verbal cues when discussing ways to develop liaisons with organizations and the community.
- The manager carefully composes and edits written documentation of participation and accomplishments of organization and community liaisons.
- The manager applies the reading process and strategies to directions or tasks/procedures when utilizing communication tools such as telephone, e-mail, and FAX to respond to messages.
- The manager uses composing and editing skills in providing accurate and appropriate details on company goals, procedures, programs, successes, and problems relating to the employee communication system.
- The manager speaks competently to provide accurate and pertinent information regarding the employee communication system.
- The manager composes and edits correspondence and reports, which communicate a clear, accurate message in an easily read style.
- The manager understands the importance of audience, vocabulary, purpose, and arrangement of information when interpreting and explaining tables, graphs, and charts.
- The manager uses composition and editing skills to write correspondence establishing an appointment in another city with a client when maintaining an accurate appointment calendar.
- The manager uses a variety of information sources to develop a detailed, easily-understood management reporting system document that is free from spelling, grammar, and punctuation errors.

- The manager composes and edits documentation of compliance with business laws, regulations, and legal procedures.
- The manager uses composition and editing skills when designing procedures for reporting incidents, which interfere with the maintenance of a secure, safe, and healthy environment.

Mathematics

- The manager uses a calculator to add, subtract, multiply, and divide and to calculate percentages and ratios to estimate start-up costs when developing a preliminary business plan.
- The manager uses a calculator to add, subtract, multiply, and divide and to calculate percentages and ratios to project costs needed to develop future strategic plans for an ongoing business.
- The manager understands and applies advanced concepts of data analysis and distribution to determine start-up costs for a new business or to project costs for an ongoing business.
- The manager uses a calculator to add, subtract, multiply, and divide and to calculate percentages and ratios to determine salaries and to design benefit packages when formulating personnel policies and procedures.
- The manager measures and computes time to schedule work assignments of employees.
- The manager distinguishes between a proportion and congruence and measures length, volume, and weight in organizing the physical layout of facilities and equipment.
- The manager calculates and evaluates unit measure price, percentage increase or decrease in markup or discounts, cost justification, and budgetary requirements to select and purchase equipment.
- The manager adds, subtracts, multiples, and divides to maintain accurate records of current inventory.
- The manager accurately applies advanced concepts of data analysis and distribution to establish and monitor productivity standards.
- The manager accurately applies advanced concepts of data analysis and distribution in developing a quality control system.
- The manager interprets charts, tables, and graphs to analyze and evaluate competition to develop sales/marketing strategies.
- The manager interprets data to estimate and chart/graph expected outcomes of month-to-month sales for a year.
- The manager computes addition, subtraction, multiplication, and division of mixed numbers, decimals, and fractions to determine the cost of a plan to promote products or services.
- The manager evaluates statistics, interprets charts, tables, and graphs, and factors in the profit margins required by the company to compute an accurate price for products or services.
- The manager uses a calculator to convert decimals, fractions, ratios, and percentages to prepare an accurate company budget.
- The manager produces accurate and easily-understood graphs to accompany and explain a company budget.
- The manager calculates, interprets, and evaluates data provided in order to estimate expected outcomes in preparing financial forecasts.
- The manager analyses and interprets current financial data and estimates expected outcomes in managing the cash flow of the business.
- The manager distinguishes between an equal and not equal situation to accurately monitor the accounting system.

- The manager effectively uses a variety of strategies within the problem-solving process to design and establish accounting procedures.
- The manager accurately interprets, analyzes, and evaluates data found in charts, tables, and graphs to prepare an explanation of a chart, table, or graph for a co-worker.
- The manager measures time to maintain an accurate appointment calendar.
- The manager computes addition, subtraction, multiplication, and division and calculates percentages and ratios to evaluate funds available when selecting and managing computer operations.
- The manager converts decimals, fractions, ratios, and percentages to determine insurance coverage that the company should obtain.

Science

- The manager utilizes the computer in the performance of office tasks that include data analysis, accounting and financial functions and projections, word processing, desktop publishing, and data processing.
- The manager utilizes office equipment to receive and send or copy information required in the performance of managerial duties.

Workplace Behaviors

Work Ethics

- Implement responsibility of job position including exhibiting dependability and meeting organizationally defined expectations
- Adhere to company rules, regulations, and policies as established
- Understand and practice cost effectiveness
- Practice time management and follow work schedule
- Assume responsibility for own decisions and actions
- Exhibit pride in job
- Display initiative in undertaking new tasks
- Show assertiveness appropriate to the situation
- Seek work challenges
- Understand and apply ethical principles to decision making
- Exhibit ability to handle stress
- Understand the importance of providing good customer service (internal and external)
- Participate in meetings in a positive and constructive manner
- Maintain state-of-the-art skills through participation in inservice or other training
- Participate in continuing education

Interpersonal Relationships

- Respect individual diversity
- Respond to praise or criticism
- Provide constructive criticism or praise
- Channel and control emotional reactions
- Resolve conflicts
- Display a positive attitude

Teamwork

- Understand interactive relationships required for effective teamwork
- Understand team's operating procedures
- Adapt as necessary to complete the team task
- Evaluate outcomes

Solving Problems and Critical Thinking

- Employ appropriate skills for gathering and retaining information
- Interpret written, graphic, and oral instructions
- Identify problems
- Clarify individual and company purposes and goals
- Identify available solutions and their impact including evaluating credibility of information and locating information
- Evaluate options
- Set priorities
- Select/implement options/decisions including predicting results of proposed action
- Organize personal workloads
- Participate in brainstorming sessions to generate new ideas and solve problems

Technical Skills: Core

Core skills represent the basic knowledge and technical skills needed by management personnel to perform according to business standards. This project classified Core Skills into

Planning for the Business

- Develop preliminary business plan for a new business
- Develop an annual strategic plan for an ongoing business
- Develop company goals, policies, and procedures
- Determine start up costs

Managing Personnel

- Develop a staffing plan
- Develop personnel policies and procedures
- Implement an employee recruitment system
- Provide training for employees
- Schedule employee work assignments
- Evaluate employee performance
- Maintain employee records

Maintaining Facilities, Equipment, and Supplies

- Organize physical layout of facilities and equipment
- Purchase and maintain equipment
- Inventory equipment, supplies, and materials

Managing Operations and Production

- Establish and monitor productivity standards
- Develop operating procedures
- Manage inventory of finished goods
- Develop a quality control system

Performing Marketing Functions

- Monitor customer service
- Develop sales/marketing strategies
- Plan strategy for the promotion of products and services
- Establish pricing structure for products or services

Performing Financial Functions

- Prepare a budget for the company
- Prepare financial forecasts
- Manage the cash flow of the business
- Monitor accounting system
- Maintain records for accounting and tax services

Communicating In Management Occupations

- Plan, direct, and participate in meetings and conferences
- Prepare and deliver oral presentations, both formally and informally
- Develop liaisons with organizations and community
- Utilize communication tools such as telephone, e-mail, and fax
- Provide employee communications system
- Compose correspondence and reports
- Interpret tables, graphs, and charts

Performing Administrative Functions

- Maintain appointment calendar
- Select and manage computer operations
- Develop management reporting system

Utilizing Professional Services

- Obtain insurance coverage
- Comply with business laws, regulations, and legal procedures
- Manage contracts and other legal documents
- Establish and maintain a secure, safe, and healthy environment

Skill Standards Matrix

Technical Skills: Core

PLANNING FOR THE BUSINESS	
SKILL	**STANDARDS**
Develop preliminary business plan for a new business	Given an idea for a new business, develop a comprehensive business plan that meets the following criteria: 1. reflects what the owner/manager plans to accomplish within the next five to seven years. 2. explains the benefits of the company's products and/or services in both quantitative and qualitative terms. 3. includes estimated start up costs and sources of income. 4. addresses compliance with all local, state, and federal laws and regulations. 5. includes a labor market survey which determines the work force available and its training needs. 6. presents evidence of the marketability of the product and/or service. 7. is well-organized, easily read, and easily explained.
Develop an annual strategic plan for an ongoing business	Given a situation where you are considering expanding your business by adding a new product line or by opening a second location, develop a strategic plan for this expansion. The plan must include the following: 1. evidence that data about the existing business, its competitors, government regulations, and the economy have been reviewed and considered in developing the plan. 2. goals and objectives with perceived outcomes and target dates for the revised business. 3. costs and required resources. 4. cost comparison of expansion versus opening a second location. 5. identification of sources of funding, considering forecasts of revenue from expansion.

PLANNING FOR THE BUSINESS	
SKILL	STANDARDS
Develop company goals, policies, and procedures	Given the company's philosophy and business plan, develop company goals, policies and procedures. A statement of purpose must clearly and concisely delineate short-, intermediate-, and long-term business goals. These goals must be listed and prioritized from the most to the least desirable/profitable. Policies and procedures must be consistent with the company's statement of purpose and goals. The written policies and procedures must be distributed to all employees, and those that relate to customers should be displayed and/or provided in writing.
Determine start up costs	Given the objectives of the company and information about the product or service to be provided, determine the start-up costs for a new business. Start-up cost should include major fixed and variable expenses. It should also identify the sources of revenue, along with a breakout of finances needed both initially and monthly for five years of operation. All calculations must be 100 percent accurate, with estimates reviewed and approved by financial advisors and all vested owners.

MANAGING PERSONNEL	
SKILL	**STANDARDS**
Develop a staffing plan	Given financial information, labor needs, diversity issues, any specific limitations, and legal requirements, develop a plan for accomplishing the work of the organization. This plan must include an organization chart that depicts managerial, administrative and operational responsibilities, as well as the supervisory and administrative structure. Functions and operations that are needed to provide the service or to manufacture the product of the business must be identified, organized, and charted in a sequence which will accomplish the tasks in the least time with the fewest resources and within the financial limitations and legal requirements. Each position on the chart must have a written job description that identifies the work responsibilities, performance standards, and salary range for employees. In addition, other significant administrative or operational requirements must be delineated.
Develop personnel policies and procedures	Personnel policies must address employment conditions, procedures, work rules, benefits, due process, salary schedules, promotions, terminations, and all other areas of employee regulations and expectations that are applicable to the business and its employees. Salary and benefit policies must reflect the existing labor market and must be within the resource capabilities of the business. Policies must include all current state and federal regulations that pertain to the business operation and must be defensible in a court of law, with appropriate documentation. Policies must be reviewed and kept current. Policies and all changes to them, must be communicated to employees through a written document, such as a policy and procedure manual.
Implement an employee recruitment system	The recruitment program must identify sources of potential employees, strategies for publicizing job openings, and procedures for conducting the employment process. These procedures should include job interview, having an application form completed, conducting a background check, selecting the personnel, communicating the employment decision to the applicant, and completing the employment contract. The recruitment program must include goals for reaching a diversified workforce. The system should result in offers of employment being extended to candidates who best qualify, are available to assume the job, and are agreeable to employment terms. Process and procedures utilized for filling job openings must meet employment laws and guidelines.

MANAGING PERSONNEL	
SKILL	**STANDARDS**
Provide training for employees	Develop an employee training program that addresses new employees and provides for continued education and training of all employees. The new employee orientation program must include the purpose and overall goals of the company, the scope of its business, and details of its organization and operations. New employees must be informed of job responsibilities, personnel policies, and any technical or safety requirements. Ongoing employee training programs must identify employee training needs, identify the most efficient method of training to meet these needs, and rank the training needs of the employees in an order which is most beneficial to the company.
Schedule employee work assignments	Work responsibilities will be scheduled and assigned to employees to ensure that jobs will be completed by the respective due date, in accordance with user requests, and without unnecessary interruption. Workload distribution must be designed to utilize the competencies and capabilities of the staff and to meet company priority criteria. Work schedules and priorities will be reviewed daily or as otherwise required, with adjustments in assignments made as deemed necessary.
Evaluate employee performance	Given established employee performance standards that identify the inadequate as well as superior performance quotas for which the employee is responsible, employee records, and a grievance system that is fair, understandable, and in compliance with legal standards, evaluate an employee's performance using: 1. performance evaluations conducted at pre-determined intervals, documented, and discussed with the employee. 2. recommendations noted, documented, and agreed to by participating parties. 3. counseling, disciplinary action, and dismissal of employees handled according to company procedures and in compliance with state and federal legislation.
Maintain employee records	Employee records must be 100 percent correct, legible, and secured in locked files, with documentation of all actions and events related to the employee's performance attached to the records.

MAINTAINING FACILITIES, EQUIPMENT AND SUPPLIES	
SKILL	**STANDARDS**
Organize physical layout of facilities and equipment	Given an equipment list and information regarding facilities, types of storage, safety regulations, amount of stock required to be on hand at a particular time, and the work flow, organize a plan for the physical layout of facilities and equipment. The physical layout of the business must be organized so that it accommodates and facilitates an efficient production process. Sufficient space should be provided to facilitate a flow of work with space for raw materials, supplies, finished product, packaging, and shipping. Layout should fully utilize existing space, comply with safety considerations, and have an attractive appearance.
Purchase and maintain equipment	Given the purpose and need for equipment, the budget, and the facility, develop a plan to purchase and maintain equipment. Selected equipment should maximize space, materials, and personnel, and should perform its operations at pre-determined standards of quality. The equipment's purchase price or lease costs, operating costs, depreciation schedules, and maintenance costs must reflect actual and anticipated resources. Arrangements for equipment maintenance must be handled as needed to assure optimum working conditions and to comply with manufacturers' specifications. Training needed to use new or upgraded equipment is to be identified and planned.
Inventory equipment, supplies, and materials	Maintain records that reflect the current inventory of all equipment, furniture, raw materials/stock, and supplies required to support production. These records must be complete, accurate, and stored in a secure, assigned location. Damaged items must be documented and returned to the vendor or other designated location. Use and replenishment must follow procedures (such as first in, first out) to assure there is no downtime in production or lapse in service.

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MANAGING OPERATIONS AND PRODUCTION	
SKILL	**STANDARDS**
Establish and monitor productivity standards	Given company goals and objectives, personnel information, equipment production data, and description of facilities, establish and monitor productivity standards. Quality and quantity standards must be established, monitored, and revised to meet company goals and objectives. The standards must determine the actual productivity of both equipment and employees and must be capable of identifying both inadequate and superior production quotas.
Develop operating procedures	Given information about equipment, facilities and personnel, company goals and procedures, work flow, and budget, develop operating procedures. Every function and operation needed to accomplish the enterprise's services or to manufacture its products must be identified, organized, planned, and monitored in a sequence which accomplishes the tasks in the least time and utilizes the fewest resources. Work must be scheduled within budget guidelines to meet required completion dates.
Manage inventory of finished goods	Given company goals and objectives, description of facilities, sales reports and/or other supply and demand data, and budget, manage the inventory of finished goods. The inventory must be adequate, available when needed, stored in an orderly fashion, secured against theft and misuse, and properly accounted for based on company procedures.
Develop a quality control system	Given operating procedures, flow of work, budget, equipment and facilities information, production quotas, and product description, develop a quality control system for both in and out of the plant. The quality control system must include procedures for testing or evaluating product or service at stated intervals, including warranty procedures. It should include a description of any identified problems with product/service, causes of problems, documentation for continuous review, and a course of action for correction.

PEFORMING MARKETING FUNCTIONS	
SKILL	**STANDARDS**
Monitor customer service	Given the customer relations policy and procedures and any reports of customer complaints, evaluate and monitor customer service situations to assure that policies and procedures are being followed, requests and complaints are being addressed according to company policy, desired company image is being maintained, and customer feedback is being documented.
Develop sales/marketing strategies	Develop a sales and marketing strategy that includes the following: 1. written philosophy that reflects marketing beliefs, risk-taking attitudes, and marketing objectives. 2. research data on market size and current and future trends. 3. analysis of competition. 4. sales forecast with a realistic dollar estimate of month-by-month sales for the next year.
Plan strategy for the promotion of products and services	A plan for the promotion of products and services must be developed utilizing a variety of media and strategies. The plan should include advertising activities and costs; promotional material such as brochures, business cards, letterhead, and displays; market tests as appropriate; and a description of the target audience. It should give month-by-month details of activities and provide for review at established intervals to determine effectiveness based on any increase or decrease in sales or services.
Establish pricing structure for products or services	Given cost data on products or services, analysis of competition, and demographic analysis of customers, establish a price that reflects the profit margins required by the company. Price structuring should reflect competitors' pricing strategies and what the customer is willing to pay; it should adequately cover costs and meet required or desired profit margins. Production and sales reports should be monitored to document potential situations which may indicate a need for review of pricing structure.

PERFORMING FINANCIAL RECORDS	
SKILL	**STANDARDS**
Prepare a budget for the company	Given all projected costs and estimated revenue, prepare a budget that meets the following criteria: 1. reflects the current costs for personnel and provides for future salary increases and for additional personnel as needed. 2. identifies costs for the supplies, materials and equipment necessary to provide services or products as well as projected costs for replacement of equipment or expansion of business activities. 3. identifies and provides written justification for changes from previous budgets. 4. is calculated accurately. 5. is presented in a logical and understandable format which includes the use of appropriate charts, tables, and graphs. 6. provides for cash flow and profit margin.
Prepare financial forecasts	Given various financial reports, statements, and transactions, prepare financial forecasts that identify and explain abnormal gains or losses. A written report will be provided that 1. shows evidence that financial statements and transactions have been analyzed and interpreted. 2. is in an easy to read format. 3. identifies problems or areas of concern. 4. makes recommendations for changes in production or service to correct any losses. 5. explains reasons for abnormal gains or losses.
Manage the cash flow of the business	Given financial statements, budgets, financial forecasts, and other data affecting the cash flow of the business or department for which you are responsible, identify current as well as projected cash flow. The analysis must indicate the financial health of the enterprise and its ability to continue and progress as a viable operation. The analysis should provide reliable information for making future investment decisions and/or acquisitions. The accounts payable or debt ratio must indicate any potential concerns for future cash flow and return on investment or profit margin.
Monitor accounting system	Given periodic financial reports and assistance from financial advisors, monitor the accounting system. The accounting system must be operated 1. to accurately balance assets, liabilities, debits, and credits. 2. to provide the business with financial reports that accurately reflect its cash flow and profitability. 3. to provide information for analyzing the company's progress toward meeting its goals and for forecasting the future of the company. 4. to assure that all records and financial statements and/or documents are 100 percent accurate and in balance with bank and tax records.

PERFORMING FINANCIAL RECORDS	
SKILL	**STANDARDS**
Maintain records for accounting and tax services	Given financial records, accounting and tax reports, and information regarding the accounting system, maintain records and establish accounting procedures to be utilized by all employees. The accounting system may be implemented within the business or contracted to an accounting firm. The system must provide for the maintenance of the records of all transactions and provide a complete audit trail based on standard accounting and tax procedures. The format and procedures for maintaining records must be acceptable to banking and financial advisers and must be consistent with the goals of the business. It must be easily accessible and provide the enterprise with the information required to make decisions on a timely basis.

COMMUNICATING IN MANAGEMENT OCCUPATIONS	
SKILL	**STANDARDS**
Plan, direct, and participate in meetings and conferences	Given appropriate information for a proposed meeting including time, place, participants to be involved, agenda items, reference material, and handouts, plan and direct a meeting at the specified time and place with 80 percent involvement by participants. Materials and agenda items will be discussed and any questions are to be answered.
Prepare and deliver oral presentations, both formally and informally	Oral presentations will be prepared and presented to meet the following criteria: 1. content is accurate and organized in a logical sequence. 2. purpose is determined for appropriateness of audience. 3. central idea or theme is clearly communicated. 4. appropriate diction, voice quality, and delivery style are used. 5. appropriate visuals and handout materials as deemed necessary are utilized. 6. best media (i.e., teleconference, computer, live audience) for communication are selected. 7. questions/answers or feedback from audience is invited.
Develop liaisons with organizations and community	Given company policies and procedures and various types of public relations strategies, develop liaisons and provide for public relations activities that promote working relationships between the company and the community. These activities must assist in meeting the company's organizational goals. Written evidence and media publications will be provided to document participation and accomplishments.
Utilize communication tools such as telephone, e-mail, fax	Given a message or messages to be answered, choose the most appropriate method for replying. The communication should adhere to company policy, use correct techniques for the selected communication tool, and provide appropriate information or requested assistance in the most expedient manner that meets the requester's timeline.
Provide employee communications system	The employee communication system must provide for timely communication of employee needs, recognition, and suggestions. In addition, the communication system must provide both oral and written information concerning the company's goals, procedures, programs, successes, and problems. Documentation that the procedures are being implemented consistently must be maintained.

COMMUNICATING IN MANAGEMENT OCCUPATIONS	
SKILL	**STANDARDS**
Compose correspondence and reports	Given information for replying to or initiating correspondence or for composing a report, create material that 1. communicates the intended message. 2. is in a concise style. 3. is 100 percent accurate. 4. conforms to standard rules of grammar, spelling, and punctuation. 5. is in a form that can be easily read.
Interpret tables, graphs, and charts	Given information through a table, graph, or chart, review the material and explain it in detail to a co-worker. Explanation will include 1. purpose of table, graph, or chart. 2. how, where, and when data was obtained. 3. the method used in presenting data. 4. specific information contained in table, graph, or chart. 5. potential use of the data

PERFORMING ADMINISTRATIVE FUNCTIONS	
SKILL	**STANDARDS**
Maintain appointment calendar	Given correspondence from a client, compose a reply that establishes an appointment in another city. The appointment must be recorded on the calendar and must not conflict with any other appointments. Travel arrangements must be completed to assure that appointment can be met. Confirmation, tickets, and itineraries must be available at least one day prior to departure.
Select and manage computer operations	Given the need and purpose for computer operations, work flow, and budget, select computers and manage computer operations. Computer hardware and software that is selected must meet the company's requirements and needs, and its costs must be within the budget. It must be maintained so that it functions in a safe, secure environment; and appropriate licensure and information regarding dates of purchase must be retained. Responsibility for the overall purchase, maintenance, and management of network systems, computer hardware, and software must be assigned to trained personnel.
Develop management reporting system	Given company goals, objectives and procedures, work flow, and personnel descriptions, develop a management reporting system. The management reporting system must provide periodic reports on all aspects of the enterprise and must include accomplishments, problems, suggestions, and future activities and goals. The reports must be in writing, dated, and must identify the responsible person or their position.

UTILIZING PROFESSIONAL SERVICES	
SKILL	**STANDARDS**
Obtain insurance coverage	Given information about facilities, equipment, product or service, and personnel, obtain various types of insurance coverage needed by the business. Insurance coverage must provide sufficient protection against reasonable liability claims and meet the requirements of employee benefit packages.
Comply with business laws, regulations, and legal procedures	Based on company policies, procedures, and the organizational structure, comply with all legal requirements for the company. Documentation of review and interpretation that supports compliance with business laws, regulations, licensing requirements, tax requirements, and other legal action that is required to meet federal, state, and local government must be immediately available in writing upon request.
Manage contracts and other legal documents	Given a contract or other legal document, route for legal review, fulfillment of contract, or other necessary follow-up. Routing must follow company procedures to the appropriate persons. Follow-up notes as to process and changes in document implementation must be approved, filed, and attached with document.
Establish and maintain a secure, safe, and healthy environment	A secure, safe, and healthy work place must be provided for all employees and customers. Procedures for reporting accidents, for dealing with emergencies, for handling thefts, and for complying with occupational health and safety practices and regulations must be in writing and must be distributed to all employees. Step-by-step procedures must be readily available for quick reaction by all employees. Any necessary reports must be completed, without error and provided to the appropriate personnel for review and action.

Appendix A

Survey Results

Survey Results

	DUTY/TASK	Perform Tasks % of Responses Yes	No
DUTY A: PLANNING FOR THE BUSINESS			
A-1	**Develop a comprehensive business plan**		
A-1.1	Select products and/or services to be provided	90	10
A-1.2	Analyze competition	78	22
A-1.3	Develop a customer profile	62	38
A-1.4	Estimate start-up costs	62	38
A-1.5	Identify profit margins for products or services	58	42
A-1.6	Select business site or location	43	57
A-1.7	Estimate inventory needs and their costs	78	22
A-1.8	Determine personnel needs and other business activities and costs	78	22
A-1.9	Develop tax strategies	19	81
A-2	**Develop strategic plans**		
A-2.1	Forecast sales or revenue	58	42
A-2.2	Estimate expenses	70	30
A-2.3	Determine supply and service needs and their costs	78	22
A-2.4	Conduct on-going market analysis	47	53
A-2.5	Identify and evaluate potential market for products or services	55	45
A-2.6	Locate sources for funding	43	57
A-3	**Develop company goals, policies, and procedures**		
A-3.1	Establish company goals, policies, and procedures	90	10
A-3.2	Prepare a statement of purpose	78	22
DUTY B: MANAGING PERSONNEL			
B-1	**Develop a system for organizing work**		
B-1.1	Develop a plan for labor needs	82	18
B-1.2	Establish work flow	86	14

	DUTY/TASK	Perform Tasks % of Responses Yes	No
B-1.3	**Prepare an organization chart**	66	34
B-1.4	**Develop a staffing plan**	82	18
B-1.5	Prepare job descriptions	94	6
B-2	**Develop personnel policies and procedures**		
B-2.1	Develop and update procedures manual	62	38
B-2.2	Develop personnel policy handbook	43	57
B-2.3	Adhere to applicable labor regulations and personnel practices	78	22
B-2.4	Administer salary and fringe benefit system	51	49
B-3	**Fill job openings**		
B-3.1	Develop employee recruitment system	55	45
B-3.2	Recruit personnel	78	22
B-3.3	Maintain file of job openings	51	49
B-3.4	Publicize job openings	47	53
B-3.5	Interview prospective employees	97	3
B-3.6	Select and place new employees	94	6
B-4	**Provide training for employees**		
B-4.1	Identify employee training needs	94	6
B-4.2	Develop employee orientation program	55	45
B-4.3	Conduct new employee orientation	58	42
B-4.4	Coordinate and conduct employee continuing education program	66	34
B-5	**Schedule jobs and assign work to employees**		
B-5.1	Establish work priorities	90	10
B-5.2	Schedule and monitor jobs	82	18
B-5.3	Determine workload distribution schedule	74	26
B-5.4	Assign work to employees	86	14
B-5.5	Coordinate duties with other employees/departments	86	14
B-5.6	Prepare vacation schedule	58	42
B-6	**Evaluate employee performance**		
B-6.1	Establish employee performance standards	62	38
B-6.2	Conduct employee performance evaluations	86	14
B-6.3	Administer counseling and disciplinary action	86	14
B-6.4	Review employee attendance records	62	38
B-6.5	Set up grievance system	31	69
B-6.6	Dismiss employees	78	22

	DUTY/TASK	Perform Tasks % of Responses Yes	No
B-7	**Maintain employee records**		
B-7.1	Maintain employee attendance records	47	53
B-7.2	Maintain personnel files	58	42
DUTY C: MAINTAINING FACILITIES, EQUIPMENT AND SUPPLIES			
C-1	**Plan and maintain facility**		
C-1.1	Plan physical layout of business	51	49
C-1.2	Organize work stations and space	70	30
C-1.3	Provide for physical plant maintenance	51	49
C-1.4	Establish and maintain facility security	31	69
C-1.5	Establish emergency procedures	47	53
C-1.6	Arrange for housekeeping and sanitation	27	73
C-2	**Purchase and maintain equipment**		
C-2.1	Provide for equipment maintenance	62	38
C-2.2	Purchase/lease equipment, furniture, and accessories	78	22
C-2.3	Negotiate service and maintenance contracts	47	53
C-2.4	Prepare cost justification for equipment	58	42
C-3	**Select and manage computer hardware and software**		
C-3.1	Select appropriate computer hardware and software	47	53
C-3.2	Maintain software inventory and licensure	23	77
C-3.3	Manage use of computer system	23	77
C-3.4	Troubleshoot for hardware malfunctions	16	84
DUTY D: MANAGING OPERATIONS AND PRODUCTION			
D-1	**Establish and monitor standards**		
D-1.1	Establish quality standards	66	34
D-1.2	Establish quantity standards	58	42
D-1.3	Establish quality control standards	62	38
D-1.4	Control quantity standards	55	45
D-2	**Manage inventory**		
D-2.1	Provide for accurate inventory control	35	65
D-2.2	Maintain inventory control records	23	77
D-2.3	Locate, evaluate, and select suppliers	47	53
D-2.4	Establish purchasing procedures and policies	27	73
D-3	**Develop operating procedures**		
D-3.1	Set and maintain schedules	74	26
D-3.2	Monitor work flow	74	26

	DUTY/TASK	Perform Tasks % of Responses Yes	No
D-3.3	Provide for packaging product	31	69
D-3.4	Provide for shipping/transporting product	31	69
DUTY E: PERFORM MARKETING FUNCTIONS			
E-1	**Develop sales/marketing strategies**		
E-1.1	Analyze merchandising methods	31	69
E-1.2	Establish sales/marketing goals	43	57
E-1.3	Utilize professional selling techniques that meet customer needs	43	57
E-1.4	Establish pricing methods/policies	43	57
E-1.5	Analyze forecasts to determine market trends	39	61
E-2	**Develop customer relations policies**		
E-2.1	Develop policy for handling customer requests and/or complaints	62	38
E-2.2	Establish sales policies, such as credit, layaways, returns, etc.	23	77
E-2.3	Monitor customer service	70	30
E-2.4	Evaluate and monitor customer satisfaction	74	26
E-3	**Plan strategy for the promotion of products and services**		
E-3.1	Establish advertising budget and plan	31	69
E-3.2	Oversee advertising and promotional plans	31	69
E-3.3	Evaluate advertising and promotional plans	35	65
E-3.4	Create product displays	23	77
E-3.5	Evaluate product displays	27	73
E-3.6	Conduct market tests for products	19	81
E-3.7	Prepare sales demonstrations	23	77
DUTY F: PERFORM FINANCIAL FUNCTIONS			
F-1	**Manage financial resources**		
F-1.1	Analyze budgets, financial statements, and materials on a continuing basis	62	38
F-1.2	Analyze and interpret financial statements	58	42
F-1.3	Operate within annual budget	66	34
F-1.4	Manage the cash flow of the business	47	53
F-1.5	Read, interpret, and use charts and graphs	55	45
F-1.6	Prepare financial forecasts	55	45
F-1.7	Analyze and distribute departmental charges	43	57
F-1.8	Identify and explain abnormal gains or losses	70	30
F-1.9	Approve bill/invoice for payment	58	42
F-1.10	Prepare an annual budget	58	42
F-1.11	Prepare and update plant asset records	12	88

	DUTY/TASK	Perform Tasks % of Responses Yes	No
F-1.12	**Analyze data such as sales returns and allowances, purchase returns and allowances, sales and purchase discounts**	27	73
F-2	**Provide for accounting services**		
F-2.1	Select accounting system	19	81
F-2.2	Contract for accounting and tax services	19	81
F-2.3	Establish accounting procedures	23	77
F-3	**Operate accounting system**		
F-3.1	Record basic accounting entries	43	57
F-3.2	Manage accounts payable and accounts receivable	16	84
F-3.3	Prepare financial statements	16	84
F-3.4	Prepare payroll and tax reports	8	92
F-3.5	Prepare bank deposit	16	84
F-3.6	Reconcile bank statements	23	77
F-3.7	Maintain records of cash received and disbursed	19	81
F-3.8	Analyze and input transactions utilizing automated accounting software	4	96
DUTY G: COMMUNICATE IN BUSINESS			
G-1	**Communicate with customers, clients, and associates**		
G-1.1	Plan, direct, and participate in meetings and conferences	97	3
G-1.2	Utilize electronic communications and telecommunications, such as e-mail, fax	86	14
G-1.3	Give oral presentations, formally and informally	86	14
G-1.4	Interpret verbal and non-verbal communication	100	0
G-1.5	Interpret tables, graphs, and charts to gain information	74	26
G-1.6	Use listening skills	100	0
G-1.7	Communicate technical terms to clients	82	18
G-1.8	Communicate by telephone to convey and receive information	97	3
G-1.9	Compose correspondence and reports	94	6
G-2	**Develop liaisons with organizations and community**		
G-2.1	Represent business in community organizations and activities	82	18
G-2.2	Disseminate company information, such as brochures, news releases	58	42
G-2.3	Prepare public relations strategy	55	45
G-3	**Provide employee communications system that encourages loyalty and teamwork**		
G-3.1	Define areas of responsibility	90	10
G-3.2	Delegate authority	86	14
G-3.3	Provide performance feedback	86	14
G-3.4	Arbitrate disagreements	82	18
G-3.5	Implement communications structure within the business	86	14

DUTY/TASK		Perform Tasks % of Responses Yes	No
DUTY H: PERFORMING ADMINISTRATIVE FUNCTIONS			
H-1	**Complete administrative tasks**		
H-1.1	Establish and maintain a records management system	62	38
H-1.2	Maintain mailing list	55	45
H-1.3	Maintain appointment calendar	86	14
H-1.4	Plan travel and transportation for business trips	62	38
H-1.5	Prioritize tasks and own work	97	3
H-1.6	Format, key, and edit business documents using word processing software	66	34
H-1.7	Create worksheets and graphs using spreadsheet software	62	38
H-1.8	Prepare documents for ISO 9000 certification	27	73
DUTY I: HANDLING LEGAL RESPONSIBILITIES			
I-1	**Comply with business laws, regulations, and legal procedures**		
I-1.1	Determine licensing requirements	55	45
I-1.2	Secure required licenses	47	53
I-1.3	Retain professional legal advisor	27	73
I-1.4	Develop procedures to retain records	43	57
I-1.5	Adhere to labor regulations	78	22
I-2	**Manage contracts and other legal documents**		
I-2.1	Develop and implement procedures for legal review of documents	31	69
I-2.2	Comprehend and evaluate contracts	62	38
I-2.3	Monitor and fulfill contractual obligations	66	34
I-2.4	Obtain insurance programs to cope with risks	43	57
I-3	Provide secure, safe, and healthy environment		
I-3.1	Report accidents occurring on premises	94	6
I-3.2	Handle reports of thefts	70	30
I-3.3	Establish and maintain safety program	55	45
I-3.4	Establish and maintain disaster emergency procedure (fire, tornado)	39	61
I-3.5	Establish and maintain facility security	39	61
I-3.6	Comply with occupational health and safety practices and regulations	94	6
DUTY J: USING MATHEMATICS IN MANAGEMENT			
J-1	**Compute data for business**		
J-1.1	Compute data for estimating and forecasting expenses and income	58	42
J-1.2	Complete and verify accounting records	39	61
J-1.3	Compute data and verify payroll and tax records	27	73
J-1.4	Prepare and analyze budgets	70	30

	DUTY/TASK	Perform Tasks % of Responses Yes	No
J-1.5	**Prepare, read, and interpret charts and graphs**	66	34
J-1.6	Compute markup and percentage of increase or decrease	55	45
J-1.7	Compute inventory available/needed and maintain records	43	57
J-1.8	Compute and evaluate quantity standards	43	57
J-1.9	Compute profit/loss margins	43	57
J-1.10	Estimate costs	78	22
J-1.11	Calculate and determine pricing methods	47	53
J-1.12	Analyze forecasts	58	42
DUTY K: WORKPLACE BEHAVIORS			
K-1	**Work ethics**		
K-1.1	Implement responsibility of job position including exhibiting dependability and meeting organizationally-defined expectations	100	0
K-1.2	Adhere to company rules, regulations, and policies as established	100	0
K-1.3	Understand and practice cost effectiveness	100	0
K-1.4	Practice time management and follow work schedule	100	0
K-1.5	Assume responsibility for own decisions and actions	100	0
K-1.6	Exhibit pride	100	0
K-1.7	Display initiative in undertaking new tasks	100	0
K-1.8	Show assertiveness appropriate to the situation	100	0
K-1.9	Seek work challenges	100	0
K-1.10	Understand and apply ethical principles to decision making	100	0
K-1.11	Exhibit ability to handle stress	100	0
K-1.12	Understand the importance of providing good customer service (internal and external)	100	0
K-1.13	Participate in meetings in a positive and constructive manner	100	0
K-1.14	Maintain state-of-the-art skills through participation in in-service or other training	90	10
K-1.15	Participate in continuing education	94	6
K-2	**Interpersonal Relationships**		
K-2.1	Respect individual diversity	100	0
K-2.2	Respond to praise or criticism	100	0
K-2.3	Provide constructive criticism or praise	100	0
K-2.4	Channel and control emotional reactions	100	0
K-2.5	Resolve conflicts	100	0
K-2.6	Display a positive attitude	100	0
K-3	**Teamwork**		
K-3.1	Understand interactive relationships required for effective teamwork	100	0

	DUTY/TASK	Perform Tasks % of Responses Yes	No
K-3.2	**Understand team's operating procedures**	100	0
K-3.3	Adapt as necessary to complete the team task	100	0
K-3.4	Evaluate outcomes	99	1
K-4	**Solving Problems and Critical Thinking**		
K-4.1	Employ appropriate skills for gathering and retaining information	100	0
K-4.2	Interpret written, graphic, and oral instructions	100	0
K-4.3	Identify problems	100	0
K-4.4	Clarify individual and company purposes and goals	100	0
K-4.5	Identify available solutions and their impact including evaluating credibility of information, and locating information	100	0
K-4.6	Evaluate options	100	0
K-4.7	Set priorities	100	0
K-4.8	Select/implement options/decisions including predicting results of proposed action	100	0
K-4.9	Organize personal workloads	99	1
K-4.10	Participate in brainstorming sessions to generate new ideas and solve problems	100	0

Equipment and Software List

A. Equipment Description	% of Responses Yes	No
1. Cabinets, file	94	6
2. Cabinets, storage	94	6
3. Calculator	99	1
4. Cash register/drawer	23	77
5. Checkwriter	8	92
6. Computer terminal connected to mainframe or minicomputer	78	22
7. Computer, PC with CPU, monitor, keyboard	97	3
8. Dictating/transcribing equipment	23	77
9. FAX system	97	3
10. LED projection screen	31	69
11. Modem	69	31
12. Optical character reader/scanner	10	90
13. Optical data storage	10	90
14. Overhead projector	43	57
15. Photocopier	97	3
16. Postal equipment	69	31
17. Printer (laser, dot matrix, or inkjet)	94	6
18. Telephone	100	0
19. Teleconference equipment	45	55
20. Telephone answering machine	78	22
21. Television/VCR	74	26
22. Voice recognition input devices	12	88

B. Software Description	% of Responses Yes	No
1. Accounting/Payroll software	30	70
2. Calendaring/Scheduling software	50	50
3. Database	66	34
4. Desktop Publishing	50	50
5. Electronic Communication	66	34
6. Forms Design	62	38
7. Graphics	58	42
8. Network	55	45
9. Personal Information Management	58	42
10. Project Management	19	81
11. Spreadsheet	78	22
12. Video Communication	27	73
13. Word Processing	90	10
14. Customized software	78	22
15. Utility software	19	81
16. Internet Access	50	50

Appendix B

Business Management Occupations Matrix

Management Matrix

DUTY/ TASK NUMBER	TASK	SMALL BUSINESS MANAGER/ OWNER	RETAIL MANAGER	MANUFACTURING MANAGER	RESTAURANT MANAGER	MOTEL/HOTEL MANAGER
DUTY A: PLANNING FOR THE BUSINESS						
A-1	**Develop a comprehensive business plan**					
A-1.1	Select products and/or services to be provided	X	X	X	X	X
A-1.2	Analyze competition	X	X	X	X	X
A-1.3	Develop a customer profile	X	X	X	X	X
A-1.4	Estimate start-up costs	X		X	X	X
A-1.5	Identify profit margins for products or services	X	X	X	X	X
A-1.6	Select business site or location	X				
A-1.7	Estimate inventory needs and their costs	X	X	X	X	X
A-1.8	Determine personnel needs and other business activities and costs	X	X	X	X	X
A-1.9	Develop tax strategies	X				
A-2	**Develop strategic plans**					
A-2.1	Forecast sales or revenue	X	X	X	X	X
A-2.2	Estimate expenses	X	X	X	X	X
A-2.3	Determine supply and service needs and their costs	X	X	X	X	X
A-2.4	Conduct on-going market analysis	X	X	X	X	
A-2.5	Identify and evaluate potential market for products or services	X	X	X	X	X
A-2.6	Locate sources for funding	X	X	X	X	X
A-3	**Develop company goals, policies, and procedures**					
A-3.1	Establish company goals, policies, and procedures	X	X	X	X	X
A-3.2	Prepare a statement of purpose	X	X	X	X	X
DUTY B: MANAGING PERSONNEL						
B-1	**Develop a system for organizing work**					
B-1.1	Develop a plan for labor needs	X	X	X	X	X
B-1.2	Establish work flow	X	X	X	X	X
B-1.3	Prepare an organization chart	X	X	X	X	X

DUTY/ TASK NUMBER	TASK	SMALL BUSINESS MANAGER/ OWNER	RETAIL MANAGER	MANUFACTURING MANAGER	RESTAURANT MANAGER	MOTEL/HOTEL MANAGER
B-1.4	Develop a staffing plan	X	X	X	X	X
B-1.5	Prepare job descriptions	X	X	X	X	X
B-2	**Develop personnel policies and procedures**					
B-2.1	Develop and update procedures manual	X	X	X	X	X
B-2.2	Develop personnel policy handbook	X	X	X	X	X
B-2.3	Adhere to applicable labor regulations and personnel practices	X	X	X	X	X
B-2.4	Administer salary and fringe benefit system	X	X	X	X	X
B-3	**Fill job openings**					
B-3.1	Develop employee recruitment system	X	X	X	X	X
B-3.2	Recruit personnel	X	X	X	X	X
B-3.3	Maintain file of job openings	X	X	X	X	X
B-3.4	Publicize job openings	X	X	X	X	X
B-3.5	Interview prospective employees	X	X	X	X	X
B-3.6	Select and place new employees	X	X	X	X	X
B-4	**Provide training for employees**					
B-4.1	Identify employee training needs	X	X	X	X	X
B-4.2	Develop employee orientation program	X	X	X	X	X
B-4.3	Conduct new employee orientation	X	X	X	X	X
B-4.4	Coordinate and conduct employee continuing education program	X	X	X	X	X
B-5	**Schedule jobs and assign work to employees**					
B-5.1	Establish work priorities	X	X	X	X	X
B-5.2	Schedule and monitor jobs	X	X	X	X	X
B-5.3	Determine workload distribution schedule	X	X	X	X	X
B-5.4	Assign work to employees	X	X	X	X	X
B-5.5	Coordinate duties with other employees/departments	X	X	X	X	X
B-5.6	Prepare vacation schedule	X	X	X	X	X
B-6	**Evaluate employee performance**					
B-6.1	Establish employee performance standards	X	X	X	X	X
B-6.2	Conduct employee performance evaluations	X	X	X	X	X
B-6.3	Administer counseling and disciplinary action	X	X	X	X	X
B-6.4	Review employee attendance records	X	X	X	X	X
B-6.5	Set up grievance system	X	X	X	X	X
B-6.6	Dismiss employees	X	X	X	X	X
B-7	**Maintain employee records**					
B-7.1	Maintain employee attendance records	X	X	X	X	X
B-7.2	Maintain personnel files	X	X	X	X	X

DUTY/ TASK NUMBER	TASK	SMALL BUSINESS MANAGER/ OWNER	RETAIL MANAGER	MANUFACTURING MANAGER	RESTAURANT MANAGER	MOTEL/HOTEL MANAGER
DUTY C: MAINTAINING FACILITIES, EQUIPMENT, AND SUPPLIES						
C-1	**Plan and maintain facility**					
C-1.1	Plan physical layout of business	X	X	X		
C-1.2	Organize work stations and space	X	X	X	X	X
C-1.3	Provide for physical plant maintenance	X	X	X	X	X
C-1.4	Establish and maintain facility security	X	X	X	X	X
C-1.5	Establish emergency procedures	X	X	X	X	X
C-1.6	Arrange for housekeeping and sanitation	X	X	X	X	X
C-2	**Purchase and maintain equipment**					
C-2.1	Provide for equipment maintenance	X	X	X	X	X
C-2.2	Purchase/lease equipment, furniture, and accessories	X	X	X	X	X
C-2.3	Negotiate service and maintenance contracts	X	X	X	X	X
C-2.4	Prepare cost justification for equipment	X	X	X	X	X
C-3	**Select and manage computer hardware and software**					
C-3.1	Select appropriate computer hardware and software	X	X	X	X	X
C-3.2	Maintain software inventory and licensure	X	X	X		X
C-3.3	Manage use of computer system	X	X	X	X	X
C-3.4	Troubleshoot for hardware malfunctions	X	X	X	X	X
DUTY D: MANAGING OPERATIONS AND PRODUCTION						
D-1	**Establish and monitor standards**					
D-1.1	Establish quality standards	X	X	X	X	X
D-1.2	Establish quantity standards	X	X	X	X	X
D-1.3	Establish quality control standards	X	X	X	X	X
D-1.4	Control quantity standards	X	X	X	X	X
D-2	**Manage inventory**					
D-2.1	Provide for accurate inventory control	X	X	X	X	X
D-2.2	Maintain inventory control records	X	X	X	X	X
D-2.3	Locate, evaluate, and select suppliers	X	X	X	X	X
D-2.4	Establish purchasing procedures and policies	X	X	X	X	X
D-3	**Develop operating procedures**					
D-3.1	Set and maintain schedules	X	X	X	X	X
D-3.2	Monitor work flow	X	X	X	X	X
D-3.3	Provide for packaging of product	X	X	X	X	
D-3.4	Provide for shipping/transporting product	X	X	X		

DUTY/ TASK NUMBER	TASK	SMALL BUSINESS MANAGER/ OWNER	RETAIL MANAGER	MANUFACTURING MANAGER	RESTAURANT MANAGER	MOTEL/HOTEL MANAGER
DUTY E:	*PERFORM MARKETING FUNCTIONS*					
E-1	**Develop sales/marketing strategies**					
E-1.1	Analyze merchandising methods	X	X	X	X	X
E-1.2	Establish sales/marketing goals	X	X	X	X	X
E-1.3	Utilize professional selling techniques that meet customer needs	X	X		X	X
E-1.4	Establish pricing methods/policies	X	X	X	X	X
E-1.5	Analyze forecasts to determine market trends	X	X	X	X	X
E-2	**Develop customer relations policies**					
E-2.1	Develop policy for handling customer requests and/or complaints	X	X		X	X
E-2.2	Establish sales policies, such as credit, layaways, returns, etc.	X	X			
E-2.3	Monitor customer service	X	X		X	X
E-2.4	Evaluate and monitor customer satisfaction	X	X	X	X	X
E-3	**Plan strategy for the promotion of products and services**					
E-3.1	Establish advertising budget and plan	X	X		X	X
E-3.2	Oversee advertising and promotional plans	X	X		X	X
E-3.3	Evaluate advertising and promotional plans	X	X		X	X
E-3.4	Create product displays	X	X		X	
E-3.5	Evaluate product displays	X	X		X	
E-3.6	Conduct market tests for products	X	X	X		
E-3.7	Prepare sales demonstrations	X	X			
DUTY F:	*PERFORM FINANCIAL FUNCTIONS*					
F-1	**Manage financial resources**					
F-1.1	Analyze budgets, financial statements, and materials on a continuing basis	X	X	X	X	X
F-1.2	Analyze and interpret financial statements	X	X	X	X	X
F-1.3	Operate within annual budget	X	X	X	X	X
F-1.4	Manage the cash flow of the business	X	X	X	X	X
F-1.5	Read, interpret, and use charts and graphs	X	X	X	X	X
F-1.6	Prepare financial forecasts	X	X	X	X	X
F-1.7	Analyze and distribute departmental charges	X	X	X		
F-1.8	Identify and explain abnormal gains or losses	X	X	X	X	X
F-1.9	Approve bill/invoice for payment	X	X	X	X	X
F-1.10	Prepare an annual budget	X	X	X	X	X
F-1.11	Prepare and update plant asset records	X		X		

DUTY/ TASK NUMBER	TASK	SMALL BUSINESS MANAGER/ OWNER	RETAIL MANAGER	MANUFACTURING MANAGER	RESTAURANT MANAGER	MOTEL/HOTEL MANAGER
F-1.12	Analyze data such as sales returns and allowances, purchase returns and allowances, sales and purchase discounts	X	X			
F-2	**Provide for accounting services**					
F-2.1	Select accounting system	X	X		X	X
F-2.2	Contract for accounting and tax services	X	X	X	X	X
F-2.3	Establish accounting procedures	X	X		X	X
F-3	**Operate accounting systems**					
F-3.1	Record basic accounting entries	X	X	X	X	X
F-3.2	Manage accounts payable and accounts receivable	X	X		X	X
F-3.3	Prepare financial statements	X	X		X	X
F-3.4	Prepare payroll and tax reports	X	X		X	X
F-3.5	Prepare bank deposit	X	X		X	X
F-3.6	Reconcile bank statements	X	X		X	X
F-3.7	Maintain records of cash received and disbursed	X	X	X	X	X
F-3.8	Analyze and input transactions utilizing automated accounting software	X	X		X	X
DUTY G:	***COMMUNICATE IN BUSINESS***					
G-1	**Communicate with customers, clients, and associates**					
G-1.1	Plan, direct, and participate in meetings and conferences	X	X	X	X	X
G-1.2	Utilize electronic communications and telecommunications, such as e-mail, fax	X	X	X	X	X
G-1.3	Give oral presentations, formally and informally	X	X	X	X	X
G-1.4	Interpret verbal and non-verbal communication	X	X	X	X	X
G-1.5	Interpret tables, graphs, and charts to gain information	X	X	X	X	X
G-1.6	Use listening skills	X	X	X	X	X
G-1.7	Communicate technical terms to clients	X	X	X	X	X
G-1.8	Communicate by telephone to convey and receive information	X	X	X	X	X
G-1.9	Compose correspondence and reports	X	X	X	X	X
G-2	**Develop liaisons with organizations and community**					
G-2.1	Represent business in community organizations and activities	X	X	X	X	X
G-2.2	Disseminate company information, such as brochures, news releases	X	X	X	X	X
G-2.3	Prepare public relations strategy	X	X	X	X	X
G-3	**Provide employee communications system that encourages loyalty and teamwork**					

DUTY/ TASK NUMBER	TASK	SMALL BUSINESS MANAGER/ OWNER	RETAIL MANAGER	MANUFACTURING MANAGER	RESTAURANT MANAGER	MOTEL/HOTEL MANAGER
G-3.1	Define areas of responsibility	X	X	X	X	X
G-3.2	Delegate authority	X	X	X	X	X
G-3.3	Provide performance feedback	X	X	X	X	X
G-3.4	Arbitrate disagreements	X	X	X	X	X
G-3.5	Implement communications structure with the business	X	X	X	X	X
DUTY H: PERFORMING ADMINISTRATIVE FUNCTIONS						
H-1	**Complete administrative tasks**					
H-1.1	Establish and maintain a records management system	X	X	X	X	X
H-1.2	Maintain mailing list	X	X	X	X	X
H-1.3	Maintain appointment calendar	X	X	X	X	X
H-1.4	Plan travel and transportation for business trips	X	X	X		X
H-1.5	Prioritize tasks and own work	X	X	X	X	X
H-1.6	Format, key, and edit business documents using word processing software	X		X		
H-1.7	Create worksheets and graphs using spreadsheet software	X	X	X	X	X
H-1.8	Prepare documents for ISO 9000 certification	X		X		
DUTY I: HANDLING LEGAL RESPONSIBILITIES						
I-1	**Comply with business laws, regulations, and legal procedures**					
I-1.1	Determine licensing requirements	X	X	X	X	X
I-1.2	Secure required licenses	X	X	X	X	X
I-1.3	Retain professional legal advisor	X		X	X	X
I-1.4	Develop procedures to retain records	X	X	X	X	X
I-1.5	Adhere to labor regulations	X	X	X	X	X
I-2	**Manage contracts and other legal documents**					
I-2.1	Develop and implement procedures for legal review of documents	X	X	X	X	X
I-2.2	Comprehend and evaluate contracts	X	X	X	X	X
I-2.3	Monitor and fulfill contractual obligations	X	X	X	X	X
I-2.4	Obtain insurance programs to cope with risks	X			X	X
I-3	**Provide secure, safe, and healthy environment**					
I-3.1	Report accidents occurring on premises	X	X	X	X	X
I-3.2	Handle reports of thefts	X	X	X	X	X
I-3.3	Establish and maintain safety program	X	X	X	X	X

DUTY/ TASK NUMBER	TASK	SMALL BUSINESS MANAGER/ OWNER	RETAIL MANAGER	MANUFACTURING MANAGER	RESTAURANT MANAGER	MOTEL/HOTEL MANAGER
I-3.4	Establish and maintain disaster emergency procedures (fire, tornado)	X	X	X	X	X
I-3.5	Establish and maintain facility security	X	X	X	X	X
I-3.6	Comply with occupational health and safety practices and regulations	X	X	X	X	X
DUTY J: USING MATHEMATICS IN MANAGEMENT						
J-1	**Compute data for business**					
J-1.1	Compute data for estimating and forecasting expenses and income	X	X	X	X	X
J-1.2	Complete and verify accounting records	X	X	X	X	X
J-1.3	Compute data and verify payroll and tax records	X	X	X	X	X
J-1.4	Prepare and analyze budgets	X	X	X	X	X
J-1.5	Prepare, read, and interpret charts and graphs	X	X	X	X	X
J-1.6	Compute markup and percentage of increase or decrease	X	X	X	X	X
J-1.7	Compute inventory available/needed and maintain records	X	X	X	X	X
J-1.8	Compute and evaluate quantity standards	X	X	X	X	X
J-1.9	Compute profit loss margins	X	X	X	X	X
J-1.10	Estimate costs	X	X	X	X	X
J-1.11	Calculate and determine pricing methods	X	X	X	X	X
J-1.12	Analyze forecasts	X	X	X	X	X
DUTY K: WORKPLACE BEHAVIORS						
K-1	**Work ethics**					
K-1.1	Implement responsibility of job position including exhibiting dependability and meeting organizationally-defined expectations	X	X	X	X	X
K-1.2	Adhere to company rules, regulations, and policies as established	X	X	X	X	X
K-1.3	Understand and practice cost effectiveness	X	X	X	X	X
K-1.4	Practice time management and follow work schedule	X	X	X	X	X
K-1.5	Assume responsibility for own decisions and actions	X	X	X	X	X
K-1.6	Exhibit pride	X	X	X	X	X
K-1.7	Display initiative in undertaking new tasks	X	X	X	X	X
K-1.8	Show assertiveness appropriate to the situation	X	X	X	X	X
K-1.9	Seek work challenges	X	X	X	X	X
K-1.10	Understand and apply ethical principles to decision making	X	X	X	X	X

DUTY/ TASK NUMBER	TASK	SMALL BUSINESS MANAGER/ OWNER	RETAIL MANAGER	MANUFACTURING MANAGER	RESTAURANT MANAGER	MOTEL/HOTEL MANAGER
K-1.11	Exhibit ability to handle stress	X	X	X	X	X
K-1.12	Understand the importance of providing good customer service (internal and external)	X	X	X	X	X
K-1.13	Participate in meetings in a positive and constructive manner	X	X	X	X	X
K-1.14	Maintain state-of-the-art skills through participation in in-service or other training	X	X	X	X	X
K-1.15	Participate in continuing education	X	X	X	X	X
K-2	**Interpersonal relationships**					
K-2.1	Respect individual diversity	X	X	X	X	X
K-2.2	Respond to praise or criticism	X	X	X	X	X
K-2.3	Provide constructive criticism or praise	X	X	X	X	X
K-2.4	Channel and control emotional reactions	X	X	X	X	X
K-2.5	Resolve conflicts	X	X	X	X	X
K-2.6	Display a positive attitude	X	X	X	X	X
K-3	**Teamwork**					
K-3.1	Understand interactive relationships required for effective teamwork	X	X	X	X	X
K-3.2	Understand team's operating procedures	X	X	X	X	X
K-3.3	Adapt as necessary to complete the team task	X	X	X	X	X
K-3.4	Evaluate outcomes	X	X	X	X	X
K-4	**Solving problems and critical thinking**					
K-4.1	Employ appropriate skills for gathering and retaining information	X	X	X	X	X
K-4.2	Interpret written, graphic, and oral instructions	X	X	X	X	X
K-4.3	Identify problems	X	X	X	X	X
K-4.4	Clarify individual and company purposes and goals	X	X	X	X	X
K-4.5	Identify available solutions and their impact including evaluating credibility of information and locating information	X	X	X	X	X
K-4.6	Evaluate options	X	X	X	X	X
K-4.7	Set priorities	X	X	X	X	X
K-4.8	Select/implement options/decisions including predicting results of proposed action	X	X	X	X	X
K-4.9	Organize personal workloads	X	X	X		X
K-4.10	Participate in brainstorming sessions to generate new ideas and solve problems	X	X	X	X	X

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